Canada Revenue Agency
Agence du revenu du Canada
CORPORATE PLANNING HIGHLIGHTS 2018–2021

The Agency will improve the services it provides to Canadians so that clients receive the assistance that they deserve and rightly expect.

—The Honourable
Diane Lebouthillier, P.C., M.P
Minister of National Revenue

A MESSAGE FROM THE MINISTER

This plan shows how the CRA, through innovation and the services it offers to Canadians, is striving to be a world-class tax and benefit administration. We face many challenges, and I am proud of the tremendous work that the Agency's 40,000 employees are doing. I am especially proud of their ongoing efforts to improve and expand the services the CRA offers, and to implement more effective, fair and efficient compliance measures to protect Canada's revenue base.

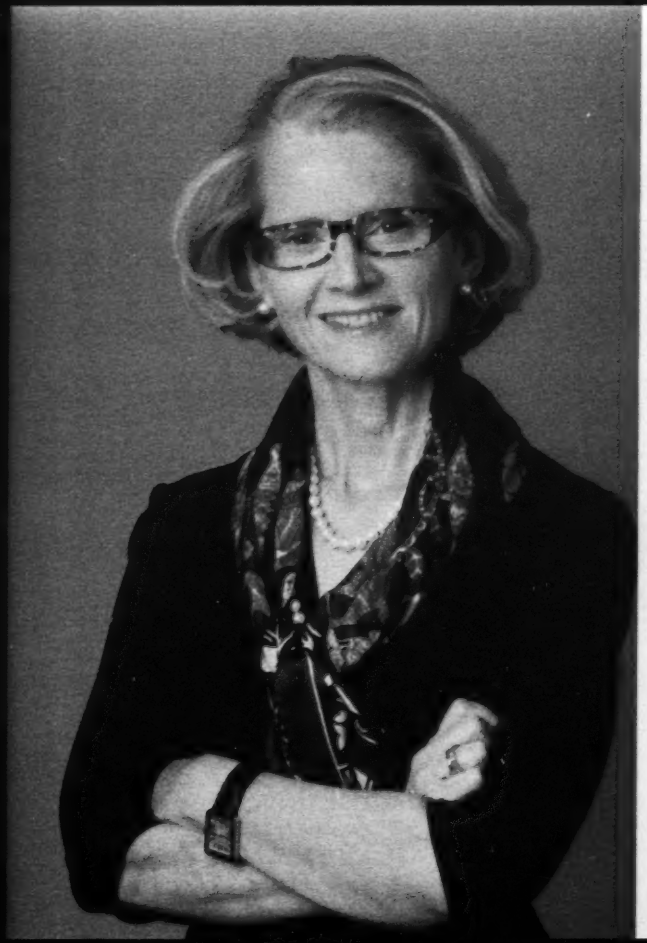
In my role as Minister, I especially want to see the CRA exemplify service excellence in all aspects of its operations. The Fall 2017 Report of the Auditor General on the operations of our call centres shows that we do not always provide Canadians with the help they need to meet their tax obligations. The report greatly concerned me. My ministerial mandate focuses on the importance of treating taxpayers and benefit recipients as valued clients and not just as taxpayers. To this end, the Agency will improve the services it provides to Canadians so that clients receive the assistance that they deserve and rightly expect. I will also ensure progress is closely monitored.

The CRA is taking action on a number of fronts on issues related to service and outreach, most notably in how we are working to offer better support to Canadians who live in remote communities and to Indigenous peoples. Initiatives to improve our service and outreach over the next three years include: taking concrete and meaningful steps to make CRA services to northern residents more helpful and easier to use; supporting the Government's goal of renewing and establishing a better relationship with Indigenous peoples; and expanding the popular and very useful Community Volunteer Income Tax Program, allowing individuals with a modest income and simple tax situation to get help with their taxes from a local community organization.

Growing and strengthening the middle class has been a key priority for the Government. The Canada child benefit (CCB), administered by the CRA, has been instrumental in achieving this goal. The Government's Fall Economic Statement suggests strengthening the CCB by increasing the benefits annually to keep pace with the rising cost of living. Indexing the CCB for the 2018-2019 benefit year will provide an additional $5.6 billion in support to Canadian families from 2018 to 2023. The CRA, in administering these benefit payments, will therefore continue to play a vital role in supporting Canadian families and reducing child poverty.

Meanwhile, Canadians can be assured that the Agency is taking action against those who seek to evade, or aggressively avoid, their tax obligations. Further to recent revelations in both the Panama Papers and Paradise Papers, we undertook major work and invested significant funds to crack down on tax evasion and aggressive tax avoidance. Our goal is to ensure a fair tax system and a level playing field for all Canadians. Non compliance with Canada's tax laws will not be tolerated as it erodes the integrity of the tax system. Readers of this Plan will see how the CRA is continuing to combat the underground economy within Canada as well as continuing to focus attention on reviewing, risk-assessing and, where warranted, auditing the offshore accounts of Canadians.

I am confident this Plan outlines how the CRA will deliver on the Government's and the Agency's goals of improving service to Canadians and enhancing compliance with Canada's tax laws. It also provides an excellent roadmap for the CRA's journey to becoming a truly world-class tax and benefit administration. As Minister of National Revenue, and on behalf of the Canada Revenue Agency, I am very proud to present the plan for 2018-2021.



We are committed to serving Canadians as valued clients, and we will ensure that the Canada Revenue Agency implements secure leading-edge services to meet their needs.

—Suzanne Gouin
Chair, Board of Management

FOREWORD BY THE CHAIR

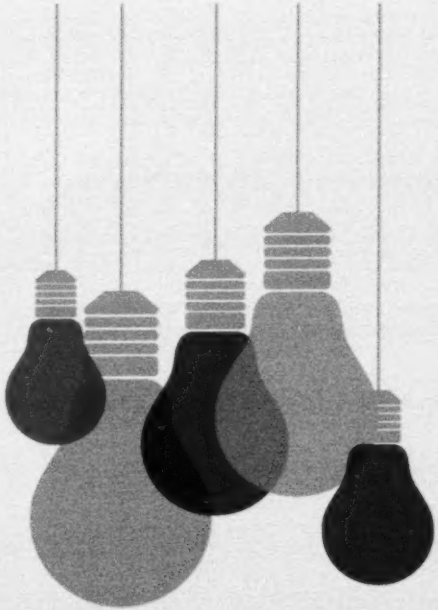
For the next planning period, the Board of Management will support the Canada Revenue Agency in all its efforts to accelerate and improve service to Canadians, whom we are committed to treating as valued clients. To that end, we will encourage the Agency's transformation and breaking down of silos and we will drive innovation while managing our resources to make the necessary changes.

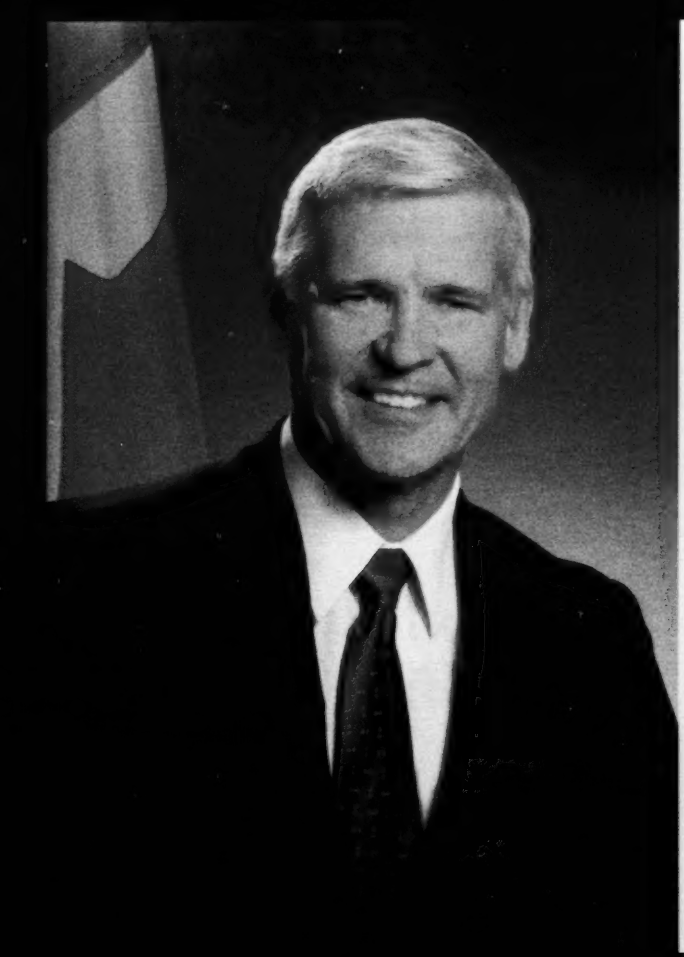
The Board will expect sound project management with clearly defined deliverables, and will use ambitious and specific performance measures to monitor delivery of the plan's objectives. We will require flexibility and agility in managing operations, and excellence in achieving the kind of results that a world-class tax and benefit administration must deliver.

The Board is responsible for developing the Corporate Business Plan, which aligns with the Minister of National Revenue's mandate and the priorities of the Government of Canada. The Board is mandated by law to oversee the administration and management of the Agency to help the Agency achieve the objectives of this plan.

It goes without saying, excellence is not the result of directives, but of an overall corporate culture. The Board knows that a strong, motivated and dedicated workforce is necessary to create the culture of service we strive for. Consequently, we will continue to ensure fair and respectful treatment of all Agency employees, and we will continue our strategic talent recruitment and retention efforts.

On behalf of the Canada Revenue Agency's Board of Management, I am happy to recommend this plan to the Honourable Diane Lebouthillier, Minister of National Revenue.





I want to see the Agency break down the silos that exist within some parts of our organization and foster increased... cooperation between branches and programs.

—Bob Hamilton, Commissioner of the Canada Revenue Agency

A MESSAGE FROM THE COMMISSIONER

This plan sets out the Agency's expectations and priorities for the next planning period. I believe it demonstrates that our organization is implementing initiatives to seize opportunities and meet current and anticipated future challenges.

Given the significant impact that the CRA has on the lives of Canadians—from the hundreds of billions in tax revenue we collect every year to the billions in credit and benefit payments we administer annually—we need to achieve excellence in everything we do. We are doing a good job in many aspects of our operations, but we also know that we must improve as we strive to be a world-class tax and benefit administration. The Fall 2017 Report of the Auditor General on our call centre operations highlights one area where we are not meeting the needs and service expectations of Canadians. Going forward, we must show that we are willing and able to do what is necessary to improve our service and demonstrate that we have the capacity to adapt and innovate in a world of rapid technological and demographic change.

The Agency's Digital Services Modernization Strategy will provide Canadians with a world-class service experience that is focused on the user, is secure, and digital from end-to-end. Innovation will be key to ensuring that we continue to provide taxpayers and benefit recipients with the best possible service. Canadians are increasingly spending more time on smartphones and tablets and less time on personal computers. The CRA is responding to this trend and is already developing innovative solutions to ensure that our digital services and content remain accessible to all devices without compromising the security of the information entrusted to us.

We are nevertheless also aware of the need to provide services that are accessible to our most vulnerable citizens; not every Canadian has access to digital devices. We want to ensure that no Canadian is left behind and that different channels of communication are available to everyone. Our Community Volunteer Income Tax Program and our Liaison Officer Initiative are two of the ways in which we are successfully reaching out to Canadians who need our support.

The small proportion of taxpayers who fail, intentionally or not, to comply with tax laws remains a challenge for the CRA, as it does for tax administrations around the world. Increasingly the Agency is relying on the use of business intelligence (BI) and data analytics to help us identify taxpayers at highest risk of being non-compliant. The Agency intends to further develop its capacity in these areas. Making greater use of BI and developing our application of advanced analytics will serve to inform new ideas and approaches to compliance, predict future trends, and help us to better tailor and time our compliance interventions for the best results. Our continued leading role in the Forum on Tax Administration is also helping us in our compliance efforts as we work with tax administrations around the world to address issues related to base erosion and profit shifting and aggressive tax planning by multinational corporations. Our initiatives to improve compliance are an important way that we can provide trust and confidence in the tax system to Canadians.

The focus of our planning is on serving taxpayers and benefit recipients and adopting a client-based focus. On the path to being world-class, however, we must also look inward and work towards making changes in our workplace culture. I want to see the Agency break down the silos that exist within some parts of our organization and foster increased sharing and cooperation between branches and programs. One initiative within the Agency that is already helping to do this is our sharing of BI across program areas as we attempt to understand non-compliant taxpayer behaviour and better target our compliance and collections activities.

I feel fortunate to lead such a dynamic organization, one that was recently recognized as being one of Canada's Top 100 employers. This plan shows how the CRA and its workforce are taking concrete action to improve our service, deliver on government-wide and Agency priorities and how, in the process, we are striving to be a world-class tax and benefit administration. As the environment in which we operate continues to evolve, we will continue to pursue excellence, doing what we need to do to provide the best possible service to taxpayers and benefit recipients, and protect and maintain Canada's revenue base.

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OVERVIEW

The Canada Revenue Agency (CRA) is responsible for administering hundreds of billions of dollars in taxes annually. The tax revenue it collects is used by federal, provincial, and territorial governments to fund the programs and services that contribute to the quality of life of Canadians. The CRA also delivers billions of dollars in benefits, tax credits, and other services that support the economic and social well-being of Canadian families, children, and persons with disabilities.

CRA AT A GLANCE

$499.8 billion in tax processed

28.8 million individual and **2.4** million corporation tax returns filed

86% of individual tax returns and **89%** of corporation returns filed digitally

12.4 million benefit recipients

Workforce of approximately **40,000** employees

$31.8 billion in benefits paid

$4.205 billion planned spending for 2018-2019

OUR PURSUIT OF EXCELLENCE

Canadians look to us to make it easy and stress-free to pay taxes, using services that fit in with their lifestyle, and to get it right when we pay benefits. To remain in step with Government of Canada priorities, technology, and taxpayer behaviour, however, the Agency must become a more agile and innovative entity. The CRA has launched two ambitious initiatives to guide us as we continue to strive for excellence and ensure that we remain a dynamic organization.

WORLD-CLASS TAX AND BENEFIT ADMINISTRATION

To judge the capacity and ability of the CRA to achieve and sustain the high degree of excellence expected of a world-class tax and benefits administration, we are measuring ourselves against international benchmarks and other objective standards. The Agency is comparing itself to other tax administrations to confirm where we are world-class and, more importantly, strengthen those areas that require improvement.

SERVICE CULTURE

The CRA will look at how improvements in service can be achieved at all levels—strategic, operational, and cultural. We will identify ways to best foster a productive and engaged workforce where employees feel a sense of responsibility, and are supported, to serve others. Our commitment to service excellence will be integrated and reinforced in all aspects of CRA operations and will support our ability to remain adaptable to future needs. Our Chief Service Officer will lead the development of an overarching and integrated service policy and framework for the Agency to guide our service transformation initiatives.

CORE BUSINESS PRIORITIES

Service

The CRA is dedicated to providing services that are easy, helpful, fair, and consistent because we want those who interact with us to feel like valued clients, not just taxpayers. We will work to simplify the language of our correspondence, streamline our processes, and add to the menu of the services we provide to the public through a variety of channels.

Compliance

The Agency works hard to protect the integrity and fairness of Canada's tax system by identifying, addressing, and deterring those who do not abide by the laws we administer. We will focus on the highest-risk taxpayers nationally and internationally, increase our ability to gather information, and target taxpayers who try to hide their income and circumvent their tax obligations.

Integrity and security

Canadians rely on the CRA to protect their personal information and expect Agency employees will perform their duties with the utmost integrity. The Agency will implement further measures to protect the personal information of taxpayers and benefit recipients from inappropriate access and from increasingly complex cyber-security threats.

Innovation

From our information technology infrastructure, to our use of business intelligence, to how we manage our resources, the Agency is committed to turning good ideas into successful solutions. We will try new ideas, adapt to new technology and continuously improve the way the CRA provides services to Canadians.

People

The CRA relies on its diverse, highly skilled, and experienced workforce working in communities across the country to administer Canada's tax and benefit programs with proficiency and integrity. Our focus on talent management and building the Agency's leadership capacity will help to sustain a healthy, productive and high-performing workforce that provides the best possible service to all Canadians.

TAX

Providing timely and accurate information

Written correspondence

- Simplify our notices, statements and letters to make it easier for Canadians to understand their tax obligations
- Redesign existing guides and publications to make them easier to use

Telephone services

- Launch a three-point action plan to modernize CRA call centres to help us to address the Auditor General's recommendations
- Pilot dedicated phone lines to provide income tax professionals with direct access to CRA rulings officers

OUR COMMITMENT TO CANADIANS

In partnership with Shared Services Canada and other government organizations, we are actively evaluating and developing new call centre technology for our individual enquiries and business enquiries call centres.

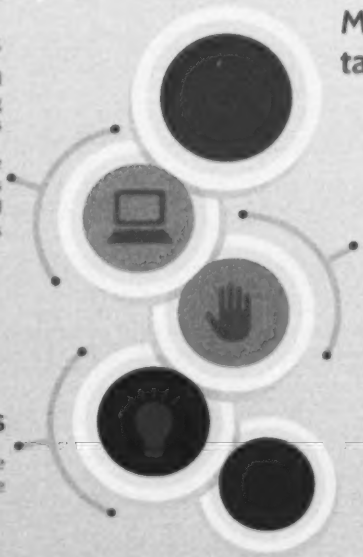
May 2019 – Complete improvements to the design, style, clarity, and tone of 95% of our written correspondence to Canadians.

Digital services

- Create a service experience that is user-centric, secure, and digital from end-to-end for Canadians by enhancing our services
- Make a range of enhancements and maintain our mobile apps (e.g., CRA BizApp, MyCRA, and MyBenefits CRA) to help those filing individual and benefit returns

Voluntary disclosures

- Add expert resources to review disclosures for offshore issues, and sources of reportable income



Making it easy to comply with tax obligations

Targeted outreach

- Work with trusted service providers to reach vulnerable populations and northern residents
- Expand our Liaison Officer service to include visits to small corporations

OUR COMMITMENT TO CANADIANS

Implement data sharing between services so that logical navigation from one service to another is achieved

May 2018 – Expand our Account Alerts service to include alert triggers for businesses

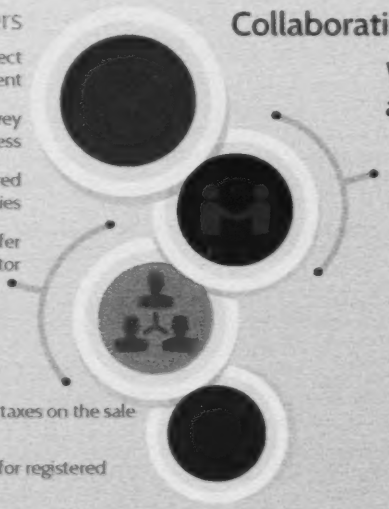
December 2018 – Allow taxpayers who use goods and services tax/harmonized sales tax (GST/HST) Internet File Transfer software to register for online mail

May 2019 – Increase digital filing options for GST/HST new housing rebates

March 2020 – Allow employers undergoing desk examination to submit their books and records electronically through My Business Account

Collaboration with others

- Partner with financial institutions to simplify direct deposit enrolment
- Analyze feedback from a post-audit survey opportunities to improve our audit process
- Clarify the rules governing the involvement of registered charities in political activities
- Reduce administrative burden on charities and offer online services to the charitable sector



Collaboration

Working with other federal departments and agencies

- Advance the Government of Canada's goal that all business-facing services use the business number as their primary identifier
- Phase in the Tell-Us-Once service for Old Age Security and the Canada Pension Plan with Employment and Social Development Canada to allow Canadians to provide their direct deposit and address information for update simultaneously in both departments
- Work closely with Health Canada and the Department of Finance to assess and collect taxes on the sale of cannabis products
- Implement and administer the proposed federal carbon levy program in collaboration with Environment and Climate Change Canada and the Department of Finance

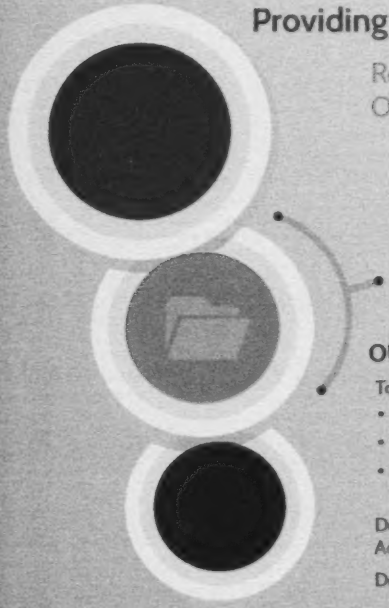
OUR COMMITMENT TO CANADIANS

July 2018 – Implement a program to assess and collect taxes on the sale of cannabis products

November 2018 – Launch our new online filing service for registered charities

February 2019 – Share direct deposit and address information related to the Old Age Security and the Canada Pension Plan between the CRA and Employment and Social Development Canada, with taxpayer consent

February 2020 – Share employment insurance direct deposit and address information between the CRA and Employment and Social Development Canada, with taxpayer consent



Providing fair and impartial review

Recommendations from the 2016 Fall Report of the Office of the Auditor General

- Increase our capacity to resolve objections quickly, to improve service, and provide early certainty of tax obligations
- Further enhance our digital services to allow taxpayers to receive a more timely response to their service complaints
- Report improved performance indicators, related targets and results to Parliament concerning our timeliness in processing objections and communicate this performance information to taxpayers
- Communicate objections and appeals decisions, and identify opportunities for improvement in the service provided to Canadians

OUR COMMITMENT TO CANADIANS

To address recommendations made in the Office of the Auditor General Report:

- **June 2018** – Establish a new service standard for the resolution of medium-complexity objections
- **In 2018** – Complete the implementation of our action plan pertaining to income tax objections
- **March 2019** – Revise Form RC4288, Request for Taxpayer Relief – Cancel or Waive Penalties or Interest, to ensure that the necessary information and documentation is submitted with the request

December 2018 – Implement digital delivery of responses to service complaints through the My Account and My Business Account secure portals

December 2020 – Enhance efficiency for Canada Pension Plan and employment insurance disputes

COMPLIANCE

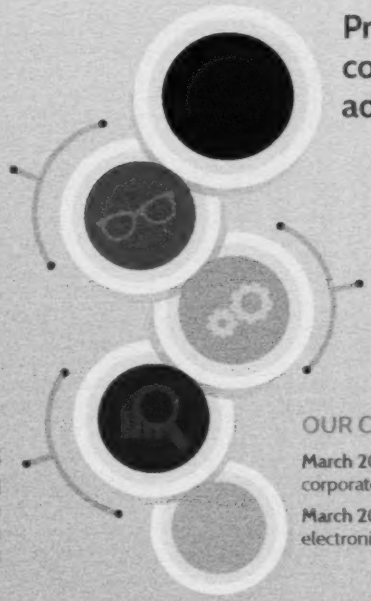
Protect the integrity of Canada's voluntary compliance system by identifying and addressing non-compliance

Business intelligence

- Expand our use of data analytics to increase our ability to detect significant non-compliance within the large business population segment

Advanced analytics

- Test predictive models on individual taxpayers and develop new predictive models for individual and business taxpayers



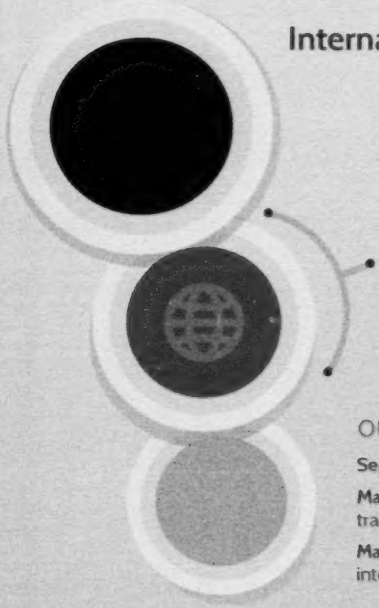
Access to better data, used more effectively

- Implement an automated system that accurately matches taxpayers to international electronic funds transfer records
- Maximize the use of third-party data, using advanced analytics, to enhance risk assessment

OUR COMMITMENT TO CANADIANS

March 2019 – Develop new predictive models for detecting non-compliance related to corporate income tax

March 2020 – Automate the process of matching and risk assessing international electronic funds transfer records



International collaboration

Working beyond Canada's borders to address aggressive international tax avoidance and evasion

- Play an active role with the Joint International Taskforce on Shared Intelligence and Collaboration network to ensure tax compliance and participate in joint collaborative sessions with other member countries
- Lead the Joint International Taskforce on Shared Intelligence and Collaboration working group on high net worth individuals and actively participate in other expert working groups
- Collaborate with international partners to address global tax evasion and financial crimes, specifically in the areas of beneficial ownership intelligence, money laundering, bribery, corruption, terrorism financing, and capacity building

OUR COMMITMENT TO CANADIANS

September 2018 - Complete the exchanges of information with other countries under the Common Reporting Standard

March 2019 - Begin the automatic exchange of country-by-country information and integrate the information into existing transfer pricing risk assessment processes

March 2019 - Deploy the end-state Knowledge Sharing Platform for Tax Administrations to increase the capacity of international partners

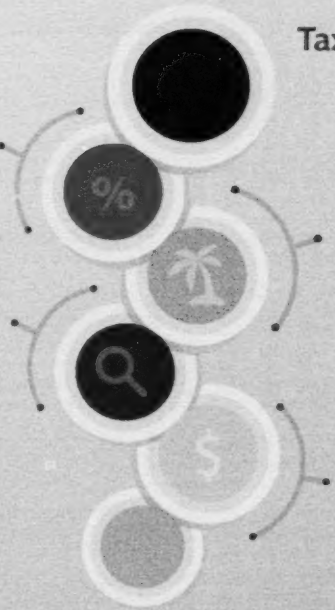
Aggressive GST/HST planning

- Improve our ability to identify and profile various schemes in the GST/HST registrant population

Tax schemes

- Increase audits of promoters of tax schemes, improve information gathering and business intelligence on emerging schemes, maintain a database on all identified promoters, pursue additional legislative tools to discourage investment in abusive schemes, and improve communication to taxpayers to warn them about such schemes

- Some wealthy individuals (and related parties) use private corporations or complex schemes, including involvement in complex offshore structures and transactions. Using new risk assessment strategies and additional audit teams, the Agency plans to expand the scope of our initiative to address non-compliance among these taxpayers



Tax evasion and aggressive tax avoidance

Addressing offshore compliance and aggressive tax planning

- Using the foundation we have established in addressing the Panama Papers relating to the offshore financial affairs of numerous prominent individuals worldwide, we are reviewing the more recent Paradise Papers for links to Canada
- Review all of the electronic funds transfers of $10,000 or more in the four jurisdictions or financial institutions that we have identified to be of concern and focus our audit efforts on high-risk taxpayers
- Conduct desk audits among medium- and low-risk taxpayers identified through our review of these electronic funds transfers

OUR COMMITMENT TO CANADIANS

March 2019 – Review and risk assess the remaining approximately one thousand Panama Papers records

May 2020 – Implement an applied intelligence solution to identify abusive GST/HST schemes

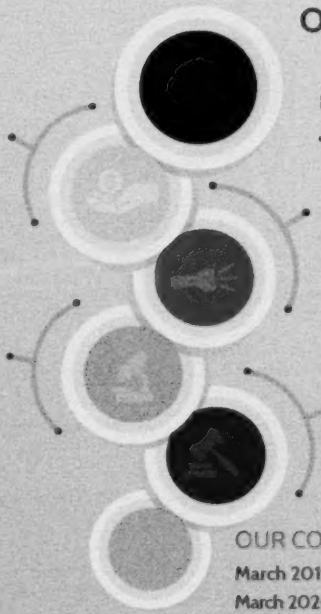
Other ways we are improving compliance

Sharing economy

- Focus our audit work on commercial operators within the sharing economy to further develop our associated data and risk models

Scientific Research and Experimental Development (SR&ED) claims

- Engage industry associations, specifically targeting those with the broadest reach and impact to raise awareness of the requirements of the SR&ED program
- Apply the elements of our SR&ED Large Claim Strategy to other claimant populations to improve compliance



Underground economy

- Implement an updated UE strategy focused on social responsibility and engaged citizenship; the use of third party data; and emerging business models and transacting in the digital age

Criminal investigations

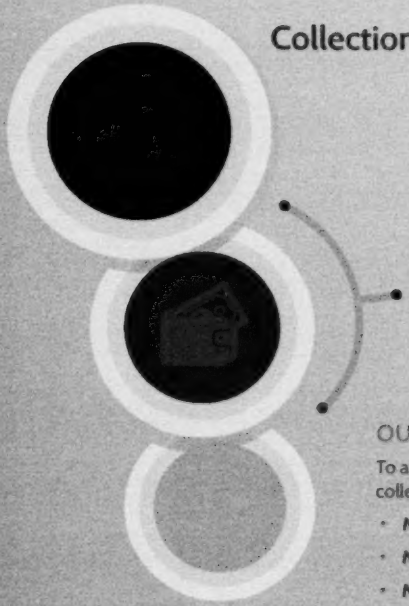
- Streamline our investigative process and ensure the timely referral of cases to the Public Prosecution Service of Canada for criminal prosecution
- Set up a free subscription service to help interested Canadians stay current on our enforcement efforts
- Update CRA criminal investigations results in a series of webpages dedicated to offshore activities
- Seek ways to report the results of our criminal investigations through various media and on Canada.ca

OUR COMMITMENT TO CANADIANS

March 2019 – Introduce a new reporting measure for criminal investigations

March 2020 – Research and explore the use of the Dark Web as a means to commit tax evasion

Collections



Managing tax debt

- Enhance our use of automation to direct files to the proper workload in a timely manner to improve collection potential
- Improve the research that we undertake both to gain a better understanding of trends in payment non-compliance and to identify the risks involved
- Increase our focus on the collection of files identified as being higher risk in order to reduce the likelihood of these debts becoming uncollectable

OUR COMMITMENT TO CANADIANS

To achieve the Agency's commitment to the Government of Canada as announced in Budget 2016, we will have collected the following amounts by the end of each fiscal year:

- **March 2019** – $3 billion in tax debt, plus $210 million from high-risk reassessments
- **March 2020** – $5 billion in tax debt, plus $280 million from high-risk reassessments
- **March 2021** – $7 billion in tax debt, plus $350 million from high-risk reassessments

BENEFITS

Ensure Canadians know what benefits they may be eligible to receive, and receive their benefit payments in a timely manner

Telephone services

- Our call centre technology and infrastructure will be modernized, enabling us to offer new features for callers, such as wait-time information

Benefit administration

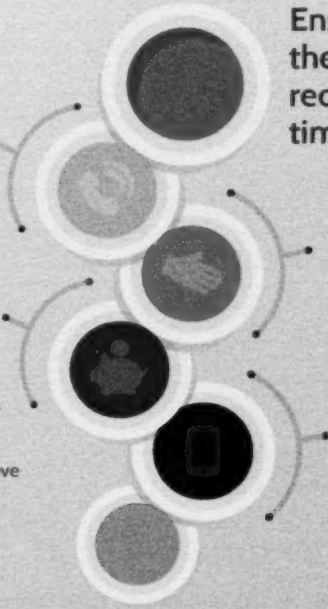
- Simplify the application process for the Canada child benefit, both digitally and on paper

Outreach

- Enhance our outreach efforts, especially within Indigenous communities and other segments of the Canadian population who may not be aware of what benefits and services are available to them

Digital services

- Improve "MyBenefits CRA" to improve the application's ease of use for benefit recipients



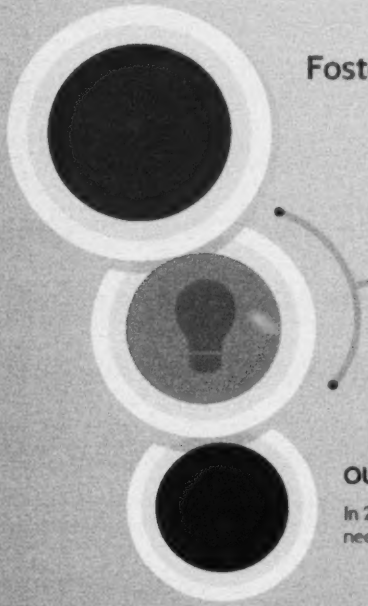
OUR COMMITMENT TO CANADIANS

Actively evaluate and develop new call centre technology for our individual enquiries call centres

March 2019 – Enhance the MyBenefits CRA mobile app to improve ease of use in accordance with the CRA's mobile app strategy

March 2019 – Improve the quality and accuracy of responses to telephone enquiries

HORIZONTAL INITIATIVES



Fostering innovation to continuously improve our services

A culture of innovation, experimentation, and intelligent risk taking

- We will refine our use of behavioural insights and experimental designs
- We will continue to engage in ethnographic research to gain additional insights into taxpayer behaviour
- We will explore the use of new technologies (such as cloud computing, blockchain, and robotics process automation)
- We will implement an Agency data program, under the leadership of a Chief Data Officer, that will provide a business-led coordinated approach to the acquisition, governance and use of data

OUR COMMITMENT TO CANADIANS

In 2020 – Renew and optimize our business intelligence computing platform, tools, and processes to meet the key needs of Agency researchers and analysts

Securing our networks and electronic services

- Identify and address security weaknesses in our information technology infrastructure before they can be exploited
- Protect CRA data and databases from malicious software
- Keep pace with emerging cyber-security threats to protect CRA data and infrastructure

Agency employees performing their duties with the utmost integrity

- Verify questionable transactions to ensure access by employees only when and as necessary
- Annual affirmation that employees have reviewed our Code of Integrity and Professional Conduct

Maintaining Canadians' trust and protecting the data we receive

Protecting personal information

- Use identity and access management tools to help prevent unauthorized access to CRA systems
- Strengthen security controls over privileged-user access to taxpayer and benefit recipient information

OUR COMMITMENT TO CANADIANS

March 2019 – Improve proactive analysis of user actions on CRA systems containing sensitive taxpayer and benefit recipient information

June 2020 – Complete all components of our Data Security Initiative to strengthen the Agency's information technology security controls

Active recruitment for specialized skills

- Expand our Recruitment Strategy to target existing and emerging workforce gaps
- Modernize our recruitment products and increase post-secondary outreach and engagement

Promoting diversity and inclusion

- Increase recruitment of Indigenous peoples to address under-representation in our workforce
- Better promote and foster respect, health and employee well-being within the Agency

Sustaining a healthy, productive and high performing workforce

Building leadership capacity

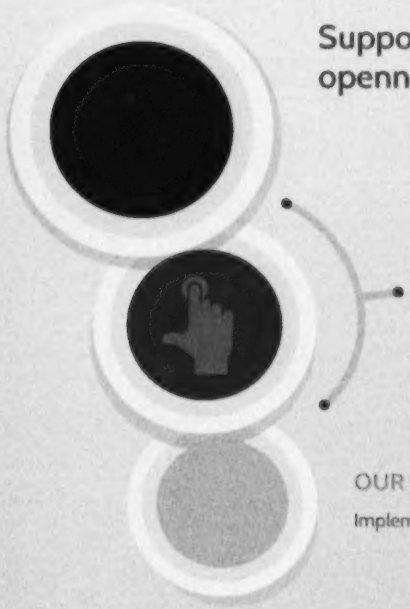
- Maximize the readiness of the next generation of CRA leaders
- Enhance the breadth of experience across our leadership and increase partnerships across boundaries

OUR COMMITMENT TO CANADIANS

May 2018 – Launch an Indigenous student onboarding event in each region, and create a national Re-Hire Indigenous Students List to facilitate bridging into the CRA

March 2019 – Address the under-representation of Indigenous peoples in professional positions by reducing the gap by 50%

2019 – Implement the Respectful Workplace and Well-being Strategy



Supporting the Government of Canada's commitment to enhanced openness and transparency

Overseeing sound privacy management

- Participate in ongoing intra-governmental discussions regarding the modernization of the Access to Information Act and the Privacy Act
- Improve privacy management monitoring in the CRA through performance measurement tools

OUR COMMITMENT TO CANADIANS

Implement the amendments to the Access to Information Act and Privacy Act

BOARD OF MANAGEMENT STRATEGIC PRIORITIES

The CRA Board of Management will guide transformation in the Agency to optimize and integrate best practices in management.

Service

Ensure employees understand the valued-client concept and are motivated to put it into practice, as well as increasing excellence of service internally to break down silos between functional areas

People

Oversee the modernization of human resources service delivery—including plans for internal succession, training and development for executives and all personnel—in order to increase productivity

Financial resources

Monitor the Agency's Strategic Investment Plan, weigh enterprise risk in priority areas, monitor risk mitigation strategies and review and challenge internal audit plans and reports

Integrity and security

Insist on aspects of integrity and fairness throughout the human resources function and monitor collaboration between the Agency and Shared Services Canada

Innovation

Challenge employees, communities of interest and senior management to include innovative ideas and practices in all business areas in support of the Agency's world-class tax and benefits administration objectives

GENDER-BASED ANALYSIS PLUS (GBA+)

Gender equality, diversity, and inclusion are key priorities for the Government of Canada. The CRA is committed to promoting GBA+ as part of good program analysis and informed decision-making, and applying GBA+ to all federal government proposals to ensure improved outcomes for all Canadians.

1. We are consulting with Canadians and improving our communication products, so all Canadians can understand tax filing and their specific situations.

2. We are investing in new telephony technology and maintaining specialized service options so that those facing other barriers, such as a speech or physical impairment, or those whose first language is not English or French, can more easily access the help they need from CRA.

3. The CRA's compliance activities help to increase revenue and fund Government of Canada social spending to positively impact the lives of more vulnerable low-income segments, including women, Indigenous Peoples, and persons with a disability.

4. The CRA is investing in expanded outreach activities, working with government and non-government partners to help groups more vulnerable to poverty understand and gain access to their benefits, ultimately contributing to greater equality in the tax system.

5. The CRA is committed to transparent, merit-based appointments, to help ensure gender parity, and that Indigenous Peoples and minority groups are better represented in positions of leadership.

6. There are areas of under-representation in certain occupational groups and the CRA is working to address these through various efforts, including targeted recruitment campaigns, development and retention strategies, and education and sensitivity awareness training.

7. To promote meaningful and transparent decision-making, giving consideration to gender and other intersecting identities, the CRA is committed to completing a Gender Based Analysis Plus of all budgetary and government proposals.

FINANCIAL AND HUMAN RESOURCES

	2018-19 Main Estimates	2018-19 Planned	2019-20 Planned	2020-21 Planned
$	4,204,725,760	4,204,725,760	4,218,428,531	4,177,018,310
FTE	39,935	39,935	39,993	39,220

OUR MEASURES OF SUCCESS

TAX

INDICATOR Percentage of filers who have filed a tax return by their due date
TARGET 90%

INDICATOR Percentage of known businesses registered for GST/HST
TARGET 90%

INDICATOR Percentage of reported taxes (including instalments) and source deductions that are paid on time
TARGET 90%

INDICATOR Percentage of external service standards targets that are met or mostly met
TARGET 90%

INDICATOR Number of Community Volunteer Income Tax Program returns completed
TARGET 800,000

BENEFITS

INDICATOR Percentage of Canada child benefit recipients who provide complete and accurate information in order to receive the proper entitlement
TARGET 95%

INDICATOR Percentage of benefit payments issued to benefit recipients on time
TARGET 99%

If you want more information concerning the CRA's plans for fiscal years 2018-2019 to 2020-2021, please see the Summary of the CBP or the Departmental Plan.